

OTHER ENTITIES



DETROIT BUILDING AUTHORITY

AGENCY MISSION

The mission of the Detroit Building Authority (DBA) is to enhance City Department's delivery of world class services by administering and expediting their Capital Improvement Projects.

AGENCY ACTIVITY

The Detroit Building Authority (DBA) was incorporated in 1974 and was established to administer capital projects from start to completion.

INTRODUCTION

The DBA becomes involved in a project through written requests from the City of Detroit Departments. The request identifies the project to be managed by the DBA and sets forth the amount of funds designated for its completion. The funds are made available from the individual department's capital improvement budgets as a result of bond sales, capital grants or general funds. The DBA's role is to encumber the funds through a Contract of Lease and initiate design and construction of the project through the Bid and Request For Proposal process.

Other responsibilities of the DBA include: issuing contract awards; securing required Human Rights Clearances; advise contractors of Executive Orders 4 & 22 requirements; preparation and execution of all contract documents; review and approval of contract invoices; actual payment to vendors; monitoring design development and construction.

BOARD OF COMMISSIONERS

The governing body of the DBA Board of Commissioners composed of:

Mayor Kwame M. Kilpatrick, Chairman
Christine Beatty, Secretary
Derrick Miller, Mayors Designee
Carl Collins, Treasurer
Rev. Wendell Anthony
Sean Werdlow

DBA ADMINISTRATIVE FEES

The DBA's operating budget is fully funded by the fees collected from the agencies served. The amount charged to a contract of lease is 5% of the funds actually allocated for a project. If a project cost is budgeted at \$10 million or more, the percentage charged to the contract of lease may be negotiated for an amount less than 5%. Fees are billed to the agencies on a semi-annual basis. If a project is to be completed within a year or less, the agency is billed for the full administrative fee at one time.

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DETROIT BUILDING AUTHORITY OPEN PROJECTS AS OF OCTOBER 1, 2004

City Airport Department

Project: Detroit City Airport French Road Mini-Take
Project Cost: \$6,593,464
Project Description: The acquisition of land just west of Detroit City Airport.

Project: Airport Strategic Planning & Engineering
Project Cost: \$1,194,401
Project Description: Analysis of projected growth and engineering of various small projects.

Total: \$7,787,865

Civic Center Department

Project: Cobo Center Food Court
Project Cost: \$750,000
Project Description: The renovation of existing retail concession stands and construction of new food concession stands in the main concourse of Cobo Center.

Project: Cobo Center Bar and Grill
Project Cost: \$925,000
Project Description: The construction of a new bar and grill at the location of the former Coleman's Corner.

Project: Permanent Canopy Cobo Center
Project Cost: \$2,000,000
Project Description: Design and construction of a permanent canopy to be installed over the Jefferson Avenue entrance and the most southern entrance.

Project: Cobo Center Exhibit Hall Electrical Distribution System
Project Cost: \$2,900,000
Project Description: Upgrade and renovation of electrical floor boxes in exhibit halls.

Project: Cobo Center Roof Repairs
Project Cost: \$1,800,000
Project Description: The repair of Cobo Center Roof.

Project: Renovation of Cobo Center Meeting Rooms
Project Cost: \$3,000,000
Project Description: Renovation of meeting rooms by replacement of fabric wall covering in all rooms and installation of vinyl wall wainscot in larger meeting rooms.

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Project: Cobo Center ADA Compliance Improvements
Project Cost: \$2,000,000
Project Description: Renovation of toilet rooms and other mandated improvements from Department of Justice.

Project: Cobo Center Security System Improvements
Project Cost: \$1,000,000
Project Description: Upgrade to the existing security system to add additional cameras and other devices in Cobo Center and to provide coverage for Hart Plaza.

Project: Cobo Center/Hart Plaza Fire Alarm System
Project Cost: \$1,800,000
Project Description: Upgrade to the existing security system to add coverage for Hart Plaza and tie the system into Cobo Center's fire alarm system.

Project: Cobo Center Furniture and Equipment
Project Cost: \$5,500,000
Project Description: Purchase of approximately 30,000 chairs along with tables, lecterns and other related furniture and equipment.

Project: Cobo Center Chiller Upgrades
Project Cost: \$1,500,000
Project Description: Installation of a new chiller to service Cobo Center and Joe Louis Arena along with upgrades to existing system.

Total: \$23,175,000

Cultural, Arts & Tourism Department

Project: Eastern Market – Plumbing Repairs
Project Cost: \$98,000
Project Description: Repair water line leak at administration building and Adelaide Street.

Project: Eastern Market –Event Space
Project Cost: \$300,000
Project Description: New outdoor event space and streetscape.

Total: \$398,000

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Detroit Institute of Arts (DIA)

Project: **DIA Master Plan Renovation**
Project Cost: \$158,000,000
Project Description: Major renovation of the existing facility and construction of 35,000 square foot expansion with only \$32,747,426 of total amount currently committed to be paid by City of Detroit (additional bond sale amount of \$5-10 million is expected to be added to City of Detroit total). The project is being completed through a joint development with the DIA Founder's Society.

Total: **\$158,000,000**

Fire Department

Project: **Fire Station Renovation Project**
Project Cost: \$8,500,000
Project Description: Renovations and additions of approximately 20 various fire stations, Engine 21, 10325 Linwood; Engine 30, 16543 Meyers; Engine 40, 13939 Dexter; Engine 38, 11113 Coplin; Engine 58, 10801 Whittier; Engine 60, 19701 Hoover; Engine 29, 7600 W. Jefferson; Engine 35, 111 Kenilworth; Fireboat Quarters, 700 Miller; Ladder 22, 6830 McGraw; Engine 33, 1041 Lawndale; Engine 37, 2820 Central; Engine 49, 12515 Grand River; Engine 54, 16825 Trinity; Engine 57, 13960 Burt Road; Engine 19, 10700 Shoemaker; Engine 23, 1818 E. Grand Blvd; Engine 32, 11710 E. Jefferson and improvements at Fire Training and Headquarters.

Project: **Emergency Services Center - Southwest (Formally Public Safety Mall)**
Project Cost: \$3,500,000
Project Description: New 62,000sf 4th Precinct that includes cashier's desk for Municipal Parking Department and attached Fire Station on Fort St.

Project: **Fire Training Tower Project**
Project Cost: \$1,500,000
Project Description: New training tower at the Fire Training Facility

Project: **New Prototype Fire Station**
Project Cost: \$5,000,000 EST
Project Description: Project to build new fire stations 1 to 2 per year.

Total: **\$18,500,000**

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Health & Wellness Prevention

Project: Herman Kiefer “C” Wing Improvements – Clinic Entrance & Registration Area

Project Cost: \$98,000

Project Description: Build out work to improve the Clinic Entry and registration area.

Project: Herman Kiefer Main Building – Electrical Upgrades

Project Cost: \$800,000

Project Description: New generator and improvements to the electrical distribution system at the main building.

Total: \$898,000

Historical Department

Project: Detroit Historical Museum Expansion

Project Cost: \$60,000,000

Project Description: Expansion of existing facilities. (\$20,000,000 bond sale approval; remainder of funding expected to be a joint development with the Historical Society and the Historical District Commission.)

Project: Fort Wayne Resource Collection Center

Project Cost: \$500,000

Project Description: Renovation of existing resource collection center and construction of additional 30,000 square feet of new space.

Project: Historic Fort Wayne Renovations

Project Cost: \$680,000

Project Description: Renovation of fort and grounds to develop a tourist attraction.

Total: \$61,180,000

Municipal Parking Department

Project: Joe Louis Arena – Electrical Upgrades

Project Cost: \$1,100,000

Project Description: Lighting upgrade to Joe Louis Arena from floors 5 thru the roof and new UPS backup system.

Project: Joe Louis Arena – Stair “C” Renovations

Project Cost: \$1,500,000

Project Description: Renovations to re-open Stair “C” at Joe Louis.

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Project: Garage Assessments – Greektown & Grand Circus Park Underground Garage
Project Cost: \$50,000
Project Description: Detail assessments on the current status of both parking facilities.

Project: COBO Helix Ramp Renovation
Project Cost: \$1,800,000
Project Description: Renovations to driving lanes at COBO Helix to the parking deck.

Project: 1st & Bagley Parking Garage – Column Repairs
Project Cost: \$700,000
Project Description: Structural column repairs at First & Bagley parking garage.

Project: Garfield II Parking Garages
Project Cost: \$6,000,000
Project Description: Development of three parking garages with a total of 325 parking spaces.

Project: EDS Parking Garage
Project Cost: \$20,000,000
Project Description: The development of a 1,000 car parking facility near the Renaissance Center. The project is being developed by DEGC.

Project: Premier Parking Garage
Project Cost: \$42,488,826
Project Description: Construction of a new 600,000 square feet four level underground parking garage with approximately 1,000 spaces.

Total: \$73,638,826

Police Department

Project: Emergency Services Center – Southwest (Formally Public Safety Mall)
Project Cost: \$14,300,00
Project Description: New 62,000sf 4th Precinct that includes cashier's desk for Municipal Parking Department and attached Fire Station on Fort St.

Project: New Detention Center
Project Cost: \$40,000,000
Project Description: Proposed new detention center in the City of Detroit.

Total: \$54,300,000

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Recreation Department

Project: New Heilmann Recreation Center
Project Cost: \$7,000,000
Project Description: New 30,000 square feet recreation center.

Project: Johnson Recreation Center – Swimming Pool Renovations
Project Cost: \$400,000
Project Description: Renovation of the existing pool facility and new HVAC equipment at Johnson Recreation Center.

Project: Brewer Recreation Center – Swimming Pool Renovations
Project Cost: \$157,500
Project Description: New HVAC equipment at Brewer Recreation Center.

Total: \$7,557,500

Zoological Institute

Project: Holden Hospital Renovations
Project Cost: \$350,000
Project Description: Renovation to Holden Hospital including mechanical, windows, and floor build out.

Project: Holden Museum & Penguinarium Renovation
Project Cost: \$600,000
Project Description: Mechanical renovations to the Holden Museum and to the Penguinarium

Project: Belle Isle Nature Zoo Project
Project Cost: \$10,000,000 to \$15,000,000 estimate
Project Description: New nature center/zoo project at Belle Isle.

Total: \$15,950,000

Estimated Grand Total: \$421,385,191

DETROIT HOUSING COMMISSION

INDEPENDENT ENTITY

The State of Michigan Housing Facilities Act of 1933 authorized cities of a certain population to purchase, acquire, construct etc., housing facilities for the public benefit. The Housing Commission, under this Act, was under the control of the City. In 1996, the Act was amended to create housing commissions as distinct public bodies with independent powers. In 2001, the Mayor moved to separate the Detroit Housing Commission from city control and establish it as an independent entity. The Detroit City Council and the American Federation of State, County and Municipal Employees (AFSCME) contested this action. The Michigan Court of Appeals ruled in July 2002, that the housing commission was rendered a separate entity by operation of law (1996 public act).

The Detroit Housing Commission currently operates over 4,000 dwelling units of public housing for both senior citizens and families. These dwelling units are agency operated and included in 16 developments of senior citizen housing, multi-family housing and high-rises throughout the city. There are also over 400 single-family homes known as Neighborhood Family Housing or "Scattered Sites".

In addition to the dwelling units maintained on the developments, DHC must also provide maintenance and capital improvements for an administration building, heating plants, maintenance buildings and community centers.

ACCOMPLISHMENTS

The Detroit Housing Commission receives funding from the United States Department of Housing and Urban Development (HUD) for contractual

services to develop, acquire, construct, renovate, rehabilitate and maintain public housing units within the City of Detroit. Federal funds received for years 2001- 2003 totaled \$34.7 million.

Some of the Commissions' recently completed projects and major initiatives include:

Parkside Homes (Empowerment Zone)

Construction of single-family affordable and market homeownership units; a community/recreation facility; completion of new and rehabilitated townhouse rental units; and redesigned roadways.

Herman Gardens

1. Complete demolition of pre-existing dwelling structures providing for approximately 139 acres for redevelopment.
2. Developed a comprehensive revitalization plan for Herman Gardens that provides for a stable economically balanced community. DHC is seeking to receive approval for this plan from HUD by end of 2004.

Woodbridge Estates (formerly Jeffries Homes West) (Empowerment Zone)

The DHC has received to date grants for Woodbridge Estates from HUD, including the Comprehensive Grant and HOPE VI Implementation and HOPE VI Demolition funds totaling approximately \$70 million.

Demolition of 1,560 dwelling structures consisting of all existing mid-rise, low-rise and 10 high-rise units has been completed.

Improvements to other DHC sites include the completion of a HVAC

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upgrade, fencing and improvements to the common area at Warren West; comprehensive renovation of 186 units and the conversion of 10 units into handicapped accessible homes at Sojourner Truth; window replacements at the Douglass Homes; and a playscape was installed at Charles Terrance, as well as repairs to the parking lot speed bumps

DETROIT HOUSING COMMISSION CAPITAL IMPROVEMENT PROGRAM

Wear and tear on old structures and ever - changing safety codes make it necessary to keep residential buildings up to date. Over the past two years, DHC has tackled modernization issues head on with a simple plan—provide amenities that add to the residents' comforts and safety. DHC has begun an all out capital planning blitz to increase unit development and unit salvation through major physical improvements.

Through numerous meetings with board members of the Resident Advisory Council, DHC has been able to compile a working list of resident's priorities for physical improvements. Several priority items were evaluated and addressed. For instance, over the past two years more than \$500,000 was spent to remove dangerous asbestos from Harriet Tubman and Warren West. And in 2003, DHC commissioned Haz Mat crews to remove and contain lead from homes built before 1978-, which is essential to protect children under the age of six years old. All four high-rises at Douglass Homes received new windows and electrical upgrades. Other communities received additional or new exterior lighting; and aggressive moves were made to install new handrails and ramps in senior buildings. Security doors and intercom systems have also

been added to protect residents from potential unwanted intruders. To slow traffic in high pedestrian traffic areas, "speed bumps" were installed in lots around senior buildings and where children play.

Knowing that all improvements could not be made at once, DHC has set out to take an aggressive approach to make the improvements to insure a safe and comfortable environment. From a strategic prospective DHC is conducting a Physical Needs Assessment and Energy Audit of each DHC development. This measurement of each community will identify current physical deficiencies along with life cycle projections of our development communities. In addition, energy consumption and ways to decrease energy usage will be analyzed for future cost saving to DHC and all its residents. Once completed DHC capital agenda will be denied and procedures for implementation will be carried out. DHC will invest from \$25 million to \$50 million in physical improvement of existing development over the next five years. The current 2004 capital projects in the pipeline include;

Herman Gardens

1. Continuation of the Herman Gardens comprehensive revitalization plan that provides for a stable economically balanced community. The proposed plan includes 75,000 square feet of Commercial space on Joy Road, and 920 residential units (424 Homeownership units and 496 Rental units). Fifty (50) Homeownership units will be subsidized to buy down the cost of the homes, and 156 Rental units will be subsidized for lower-income households. An additional 90 Homeownership units will receive

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HOME funds to make them affordable, and 115 rental units will receive HOME funding. The commitment of \$8.35 million in HOME Funds was made by the Planning and Development Department.

2. The plan includes the rehabilitation and expansion of the Herman Gardens School through a commitment from Detroit Public Schools of \$10.5 million in bond financing. The school and the whole site will be connected together, and to the surrounding community, through a well-landscaped, well-lighted park system that provides child play areas, safe sidewalks, and storm water retention.
3. The City has committed through three (3) city departments approximately \$13.7 million towards the planning and development of on-site infrastructure: \$1,975,066 from the Public Lighting Department; \$7,814,716 from the Department of Public Works; and \$3,936,833 from the Detroit Water & Sewerage Department.
4. The Herman Gardens plan also includes a Youth Education Town *YET) Center to enhance daily educational opportunities for economically disadvantaged youth through the development of high-tech educational and recreational opportunities designed to improve academics, physical fitness and job-related skills. The YET Center is being spearheaded by the Detroit Super Bowl Host Committee and anticipates hard and soft costs of approximately \$2 million.

Anticipated Total Project Cost: \$250 million

Woodbridge Estates (formerly Jeffries Homes West) – Implementation of the revitalization plan includes:

1. Comprehensive interior rehabilitation of 297 units in three (3) high rise buildings.
2. Construction of 545 units on site comprised of public, affordable and market rate single family homes and townhouses, some of which are for sale while others will be rented.
3. Development of commercial, retail and park recreational space.
4. Development of 200 units in surrounding impact area.
5. The City has committed through three (3) city departments approximately \$13.7 million towards the planning and development of on-site infrastructure: \$1,879,463 from the Public Lighting Department; \$4,000,459 from the Department of Public Works; and \$3,278,953 from the Detroit Water & Sewerage Department.

Total Project Cost \$120 million

Various DHC Sites - A comprehensive plan to address 504 handicapped accessibility deficiencies throughout all DHC sites. Window treatment repairs and/or upgrades for more than 1,000 units. Renovation of the Administration Building located at 211 Orleans at a projected cost of \$700,000.

Brewster Homes - HVAC upgrade of all 250 homes. They will receive central air conditioning for the first time.

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Douglass Homes - physical improvements in excess of \$1,000,000 will be performed over the next two years.

Forest Park and West Warren - improvements totaling over \$200,000 are scheduled for these senior apartment development.

Neighborhood Family Housing (Scattered Sites) – DHC will continue to rehabilitate their scattered site housing; estimated project cost in excess of \$500,000.

Smith Homes – renovation to the community building and children's play equipment at an estimated cost of \$450,000.

Sojourner Truth – major comprehensive rehabilitation of 186 townhome units.

State Fair – comprehensive rehabilitation to be completed in phases through 2006 at a projected cost of \$2,742,647.

The complete list of activities scheduled under the current five-year capital plan is presented later in this document. The DHC is in the process of commissioning a detailed physical needs assessment for its entire inventory of properties, and it should be noted that the five-year capital plan is subject to change as a result of the assessment.

GOALS OF CAPITAL FUND PROGRAM

In the past ten years, nearly 5,000 housing units have been taken off-line as a result of either modernization or HOPD VI revitalization efforts. Communities like Charles Terrace, Herman Gardens and Jeffries Homes,

have all experienced demolition at high levels.

By implementing a three tiered development approach, over the next five years, more than \$52 million will now be used towards replenishment public housing units. Our Replacement Housing Factor Program projects the development of 500 ACC units of housing over the next five years:

1. Acquisition - DHC is currently in negotiations with multifamily property owners to acquire existing habitable residential units across the City of Detroit. Approximately 100 public housing units will be added to DHC inventory using this method. Opportunities that exist within the impact areas of our existing development sites are being investigated and we intend to create a vehicle by which DHC may acquire properties to redevelop into viable housing for our clients. This strategy will assist in the preservation of existing communities.
2. Joint Development- DHC is allowed to enter partnerships with non-profit and for-profit developers to develop additional housing units. DHC funding will be used to finish selected projects that have progressed through the re-development process. Seven such ventures are now pending with DHC that will realize 108 units.
3. Traditional DHC redevelopment is the third approach to regaining the units lost. To this end, DHC will use assets that it already owns and controls to create additional housing. Old buildings may be renovated or demolished and vacant land redeveloped. Locations at the

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Villages of Parkside and Charles Terrace have been targeted to generate in excess of 350 new units of housing that will create mixed income communities, commercial development and homeownership opportunities. Additionally, DHC has forged inter-governmental relations with the City of Detroit, Wayne County, the State of Michigan's Land Bank Authority and local HUD's deposition entity for land assemblage requirements

related to future development. On a larger scale, the remaining two phases of redevelopment at the Villages of Parkside will prove to be the crowning achievement in DHC's "new direction". With a new vision and creative ideas from graduate students of Lawrence Technological University's Urban Design program, DHC has come up with an innovative and cost effective revitalization plan to complete the Parkside HOPE VI endeavor.

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Projected Capital Fund Activities

Activity	2003	2004	2005	2006	2007	2008
MI 1-06, Smith Homes - community building/administration building			423,852			
MI 1-06, Smith Homes - Signage/play equipment			25,000			
MI 1-07, Jeffries Homes (East) - Exterior roof replacement					729,288	
MI 1-07, Jeffries Homes (East) - vacant unit reduction, 31 units	154,795					
MI 1-07, Woodbridge Estates - Parking lot upgrade	200,000					
MI 1-08, Frederick Douglas - Air handling units, A/C system				1,132,939		
MI 1-08, Frederick Douglas - Vacant unit reduction, 135 units	674,116					
MI 1-08, Frederick Douglas - Window Replacement	301,608					
MI 1-08, Frederick Douglas - Vertical Blind Replacement	172,570					
MI 1-08, Frederick Douglas - Building improvements at Rowhouses						621,449
MI 1-08, Frederick Douglas - Building improvements at Building 1305					867,257	
MI 1-08, Frederick Douglas - Building improvements at Building 1301				944,625		
MI 1-08, Frederick Douglas - Exterior roof replacement				448,500		
MI 1-11, Forest Park - Building Improvements						500,000
MI 1-11, Forest Park - Vacant unit reduction, 12 units	59,921					
MI 1-17, Diggs Homes - Vacant unit reduction, 21 units	104,862					
MI 1-17, Diggs Homes - Amenities					10,000	
MI 1-17, Diggs Homes - Mechanical and Electrical					50,188	
MI 1-17, Diggs Homes - 504 conversion units					743,333	
MI 1-18, Sheridan Place I - Vacant unit reduction, 13 units	64,915					
MI 1-18, Sheridan Place I - Building improvements						1,000,000
MI 1-45, Sheridan Place II - Vacant unit reduction, 3 units	14,980					
MI 1-45, Sheridan Place II - Building exterior - Windows						524,434
MI 1-45, Sheridan Place II Building improvements						500,000
MI 1-26 State Fair - Vacant unit reduction, 30 units	149,803					
MI 1-26, State Fair - A/E svcs - needs assessment, plans, and designs	572,406					
MI 1-26, State Fair - Comprehensive unit modification			2,742,647	555,029		
MI 1-27, Warren West - Amenities						7,116
MI 1-27 Warren West - Building improvements						500,000
MI 1-27, Warren West - Vacant unit reduction, 19 units	94,875					
MI 1-27 Warren West - Common area upgrades	73,633					
MI 1-29, Harriet Tubman - Vacant unit reduction, 25 units	124,836					
MI 1-29 Harriet Tubman - Mechanical and Electrical					32,659	
MI 1-29, Harriet Tubman - Dwelling units					120,274	
MI 1-29, Harriet Tubman - Building improvements					500,000	
MI 1-50, Brewster Homes - Installation of air conditioning		336,173				
MI 1-19, 20, 21, 37, 38 Scattered Sites - sidewalk/driveways, 40 units	67,665		52,665	52,665	67,665	67,665
MI 1-19, 20, 21, 37, 38 Scattered Sites - mech/elec sys to code, 40 units	87,030		82,665	82,665	87,030	87,030
MI 1-19, 20, 21, 37, 38 Scattered Sites - bldg structure to code, 40 units	85,625		102,665	102,665	85,624	85,624
MI 1-19, 20, 21, 37, 38 Scattered Sites - in-unit fixtures to code, 40 units	98,435		72,665	72,665	98,435	98,435
MI 1-19, 20, 21, 37, 38 Scattered Sites - vacant unit reduction, 49 units	244,678					
HA-Wide Dwelling Structures* - 504 compliance, signage, CCTV, E-Call	150,000	500,000	404,594	600,000	600,000	
HA-Wide Non Dwelling Structures - 2211 Orleans/1301 E. Jefferson	300,000	348,955				
HA-Wide Management Improvements	1,900,702	336,173	1,900,702	1,900,702	1,900,702	1,900,702
HA-Wide Administration	950,351	336,173	950,351	950,351	950,351	950,351
HA-Wide Fees and Costs	485,000		485,000	400,000	400,000	400,000
HA-Wide Dwelling Equipment	60,000					
HA-Wide Non Dwelling Equipment	175,000		125,000	125,000	125,000	125,000
HA-Wide Relocation	55,000		55,000	55,000	55,000	55,000
HA-Wide Development and Acquisition		1,000,000				
HA-Wide Contingency	180,000	168,087	180,000	180,000	180,000	180,000
Operations	1,900,702	336,173	1,900,702	1,900,702	1,900,702	1,900,702
TOTAL	9,503,508	3,361,734	9,503,508	9,503,508	9,503,508	9,503,508

Notes:

* 504 Compliance (handicap accessible) unit modifications to occur at all developments listed, plus Charles Terrace

* Site Signage: All developments listed plus Charles Terrace, Sojourner Truth, and Conner Waveny

* CCTV installation is an activity at all sites

* Installation of fire E-call system to be at senior sites

DETROIT PUBLIC SCHOOLS

Building Facilities to Improve Student Achievement

The Detroit Public Schools will be a competitive leader in academic achievement through the use of continuous improvement strategies so that Detroit Public Schools are the first choice for residents and eligible non-residents. The primary goal for the district is improving student achievement and performance.

To develop a customer-driven and data-driven, student-centered learning environment in which students are motivated to become productive citizens and life-long learners, equipped with skills to meet the needs of their next customer; be it higher education or the world of work.

Goals:

- ◆ Improve student achievement.
- ◆ Create clean and safe school environments.
- ◆ Enhance parental and community involvement.
- ◆ Transform the District into an effective and efficient organization.

School facilities affect learning. Spatial configurations, equipment, noise, heat, cold light and air quality bear on students' and teachers' ability to perform. In Detroit there were 270 facilities having an average age of 62 years (20 years older than the national average). More significant than the age of the facilities was the physical improvement needs resulting from the lack of regular maintenance. In addition, many of the schools did not conform to modern educational needs in the areas of technology, classroom size, science and art rooms or computer labs.

In 1994, the citizens of Detroit recognized the critical need to address the challenges of improving the district's facilities and voted

approval of a \$1.5 billion bond to fund a capital improvement program (CIP) to repair and construct school facilities throughout the District. While this amount is not completely sufficient to address all of the District's needs, projects have been prioritized to provide the most benefit for our students and community.

New Leadership

Following six years of slower than desired progress, the capital improvement program was reshaped under the leadership of a new chief executive officer, Dr. Kenneth S. Burnley. To support the primary goal set in 2000 by Dr Burnley, a new team of professionals managing the CIP began aggressively designing and building new facilities where demographics demonstrated need and by making sweeping District-wide upgrades to address critical facility needs.

New Construction

This aggressive approach has resulted in over 1.5 million square feet of new school space being built and District-wide improvements benefiting most all students in the system.

Under the Capital Improvement Program new facilities have opened across the District including:

- ◆ Eight (8) new elementary schools were opened.
- ◆ Six (6) elementary/middle schools received major additions.
- ◆ Two (2) new middle schools were opened.
- ◆ Three (3) citywide high schools will open.
- ◆ Two (2) historic high schools are being completely remodeled.

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District-Wide Facility Improvements include:

◆ Information Technology (wiring computers/equipment)	128
◆ Fire alarm and safety systems	81
◆ Energy efficient steam boilers and /or burners	23
◆ Roofing projects	103
◆ Exterior door projects	77
◆ Window replacements	82
◆ Power upgrades	152
◆ Bathroom upgrades	31
◆ Kitchen upgrades	118
◆ Swimming pool upgrades	8
◆ Exterior bleachers	2
◆ Playgrounds or Playscapes	67
◆ Athletic fields	19

Maintenance Consolidations

The overall goal of non-instructional facility improvements was to make the District more efficient and effective.

The major project was the conversion of the old Thorn Apple Valley processing plant and warehouse into Site Maintenance Service Center on Riopelle and East Warren Ave. Maintenance hubs were created on the east and west sides of Detroit. The consolidation made the District more streamlined and responsive to area schools.

Maintenance facilities include:

- ◆ Thorn Apple Maintenance Hub
\$25.9 million
- ◆ Westside Maintenance Hub
\$3.3 million
- ◆ Eastside Maintenance Hub
\$4.3 million

School Center Building Relocation

Another major project was the Schools Center Building (SCB) relocation. The District sold the SCB on Woodward and moved its offices to the New Center Area, buying and leasing space in the Fisher Building, New Center One, Albert Kahn and the Lothrop Landing buildings. The annual operating budget for the SCB was an estimated \$3 million and its renovation would have cost an estimated \$11 million. The SCB has extensive code violations, limited parking and other costs associated with security, utilities and cleaning.

The benefits obtained from moving to the New Center Area:

- ◆ The creation of the Detroit Public Schools Welcome Center, a meeting and resource center for parents on the first floor of the New Center One building.
- ◆ The construction, renovation and moving costs of \$37 million were financed with capital improvement program dollars, not general operating dollars.
- ◆ The sale of the SCB for \$9.2 million helped the District close a budget shortfall for FY 2002-03.
- ◆ The New Center complex provides 600 parking spaces versus the SCB with 105 parking spaces.
- ◆ The District saves more than \$2 million of operating expenses annually.

Education Opportunities in Industry for Students

The CIP has also provided tremendous real work experiences for DPS students through the creation of the Workforce and Career Development (WACE) program. This is a comprehensive program designed to introduce students to the array of professions and trades in the construction industry. At the close of the 2003 school year the

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program had nearly 100 students working for 22 different companies. There are ten academic majors represented by these students including Architecture; Business; Computer Aided Design (CAD); Carpentry; Civil Engineering; Electricity Construction; Electronics, Heating, Ventilation, and Air Conditioning; Painting and Decorating; Plumbing; and Pipefitting. The students matriculated into the program from 16 different Detroit public “home” high schools, one career and technical center and three universities. The WACE program has been recognized with the GARDE award by the Great Lakes Construction Alliance for outstanding accomplishment as a pre-apprenticeship program and for a 30% level of female participation in the program.

Economic Impact of the Capital Improvement Program

The CIP has provided opportunities for minority and Detroit based businesses to participate in the design and building of the District’s facilities. The CIP processes about \$25 million dollars in payments on a monthly basis. Since 2001 just over \$1 billion of the \$1.5 billion dollars has been spent. Certified Minority Owned Businesses (MBE) have received 43% of those dollars. Detroit Based Business Enterprises (DBBE) have received 64% of the funds. In essence, the current CIP has resulted in schools being built by Detroit businesses for Detroit students.

Continuing the Momentum

The current \$1.5 billion Capital Improvement Program will conclude in 2007. This program has resulted in more new construction and renovation than any other program in the history of the Detroit Public Schools. However, even when these funds are expended, there will remain a substantial amount of work to be performed to bring all facilities up to standard.

As national studies have proven, the condition of school facilities does affect academic outcome. While it takes time to conduct empirical studies, interviews with Detroit educators, parents and students located in the newly constructed, equipped and renovated facilities have provided testimony that strongly supports the position that the current the DPS capital improvement program is building facilities to improve academic outcome for the families in the District.

FIVE YEAR- HIGHLIGHTS

2001 Highlights of completed CIP projects include:

- Four new elementary schools opened in 2001
 - Beard ES (northeast side)
 - Bechkham ES (east side – formerly Goodale ES)
 - Brown ES (east side – formerly Stellwagen ES)
 - Law ES (northeast side)

These are the first new schools built in Detroit in the last twenty years. The total cost of the schools was approximately \$78 million.

- Special Education remodeling at Cooley and Kettering High Schools and Hutchins Middle School were also completed at a cost of \$17.6 million.
- Other completed or ongoing enhancements throughout the District include:
 - Site lighting
 - Curb, sidewalks, paving
 - ADA compliance
 - Landscaping
 - Replacement of coal-fired boilers
 - Staff Development Center
 - Athletic fields
 - Kitchen and bathroom upgrades
 - Fire alarms
 - Fences
 - Security systems

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- Roof & window replacements
- New buses
- Exterior doors & masonry upgrades
- Technology upgrades

2002 Highlights of remaining CIP projects include:

An additional four new elementary schools will be completed in time for the opening of the 2002 Fall semester.

- Schultze Elementary (northwest side) - \$22.88 million
- Charles H. Wright Academy (west side – formerly Taft) - \$22.25 million
- Heilmann Park Elementary (eastside) - \$22.94 million
- Howe Elementary (southeast side) - \$22.78 million

Amenities will include Early Learning Centers, media center/reading rooms, and gymnasium/cafeteriums, dedicated art, music and science rooms, special education classrooms, health clinics and security systems. Each school will consist of over 85,000 sq. ft. and accommodate between 750 and 850 students.

Also, six existing schools will receive additions of approximately 42,000 sq. ft. to accommodate approximately 500 more children at each site. These additions will include Early Learning Centers with state of the art Pre-K and Kindergarten Classrooms. They will be built at a total cost of approximately \$64 million. The additions will be located at the following sites:

- Columbian Primary/Medicine Bear
- Emerson
- Golightly Education Center
- Greenfield Union
- Marquette
- Priest

2003: Two new middle schools

- Heilmann Park Middle School (east side) - \$36.44 million
- Bessy Park Middle School (east side) - \$36.83 million

Both of these schools will be built as the result of a cooperative effort involving the City of Detroit Recreation Department with the intent of providing after school hours community use. Other features include a track, playfields and hard courts, media centers, enhanced nursing stations, cafeteriums/stages, gymnasiums and dedicated music, art and science rooms.

New East, West and Central Maintenance Hubs will be developed to improve the maintenance of district facilities and to support various operations such as food service, site management and warehousing of supplies - \$4.99 million.

2003: Two new high schools:

- The Fine, Performing and Communication Arts High School will provide an exceptional education and professional environment for 1,200 talented students. The facility will be built adjacent to the Detroit Symphony Orchestra complex - \$120.63 million.
- A new Cass Technical High School, 6 – story classroom tower, will replace the nearly century old current facility. Currently, 95% of the graduates from this city-wide school attend college. The new facility will be designed to serve 2,200 students - \$99.52 million.

Remodeling & Additions:

- Southeastern High School will be remodeled and receive an addition for an automotive technology program that will include computer-aided design (CAD), engineering and industrial management. - \$45.04 million.

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2005: New Educational Campus:

The new Sinai Comprehensive Educational Campus, located on the northwest side of Detroit, will consist of four educational programs - \$123.7 million.

- A new Renaissance High School, designed for 1,200 students, will feature a media center, three-station gymnasium, 8-lane swimming pool and 600 seat auditorium.
- The Foreign Language Immersion and Cultural Studies School curriculum will expand to kindergarten through eighth grade. The school will be relocated into the existing Renaissance High School building that will receive a major remodeling and an administrative/classroom addition.
- A new Special Education facility for medically fragile students will provide opportunities for mainstreaming/integration within the campus environment.
- The existing Randolph Vocational Technical Center will be incorporated into this new educational campus. The campus will also contain outdoor athletic amenities such as a football field, track and softball diamond as well as play equipment. It is also intended for after school hours community use.

Remodeling & Additions:

- Central High School is one of the oldest and most architecturally beautiful high schools in the state. Interior upgrades will enhance the classrooms, corridors, auditorium, library, gymnasium, kitchen and cafeteria. Additionally, a Virtual Classroom Campus and Distance Learning environment will be developed that will provide the opportunity for specialized instruction - \$47.02 million.

INTER-AGENCY CAPITAL RELATIONSHIPS

The Detroit Public Schools and its Capital Improvement Program interfaces and cooperates with the Mayor's Office and various City of Detroit departments including Recreation, Planning & Development, Public Works, Public Lighting, Water & Sewerage and Building & Safety Engineering. In particular, the Recreation Department and DPS have a long-standing relationship involving "shared use" of recreational sites adjacent to schools. Additionally, DPS and the Planning & Development Department coordinate their activity for the acquisition and re-use of vacant property.

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2004 Projects Under Construction	
Clippert Academy	New Parking Lot
Earhart Middle School	Roof
Guest Elementary/Middle School	Major renovations and system improvements
Bates Academy	Major renovations and system improvements- air units, entry doors etc.
Bennett Elementary School	Perimeter fencing, two freestanding classroom were completed.
Carleton Elementary School	Exterior brick work and landscaping, two freestanding classrooms were completed.
Cass Technical High School	New construction, multiple projects
Central High School Addition/Remodel	Phase 3 work in progress; annex demolition completed, multiple projects including new athletic facilities.
Cleveland Middle School- Jayne Field	Athletic fields completed, comfort station under construction
Cody High School	Electrical work
Cooke Elementary/ Middle Schools	Installation of windows, roofing, bathroom renovations, multiple projects.
Cooley High School	Renovation of auditorium
Crary Elementary/Middle School	Structural repairs, new windows
Denby High School	Athletic field, fieldhouse
District-wide Projects	Athletic Fields, bleachers, kitchens, electrical infrastructure for E-rate and middle school security, restrooms, signage
Edmonson Elementary School	New construction, Gymnasium, system installations
Finney High School	Renovations: gym, bleachers
Grant Elementary/Middle School	Completed new construction
Golightly Education Center	Exterior work, install windows
Higgins Elementary School	Four classroom unit
High School for the Performing Arts (HS FPCA)	New construction, auditorium, system work: plumbing, HVAC, electrical; and masonry work
Lessenger Middle School	New classrooms
Longfellow Annex	Completion of phase1
Mackenzie High School	Athletic fieldhouse, track, bleachers
Northwestern High School	Bishop field complete
Sinai Campus: Renaissance High School, Foreign Language	Parking structure, athletic field/site, and a central heating plant and utility work.

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Immersion and Cultural Studies (FLICS) School	
Southeastern High School	Athletic field, electrical work, plumbing
Southwestern High School/ Commerce High School Relocation	Furniture installation completed
Support Services Complex	Russell Warehouse site, roofing
Trix Elementary/Middle School	Freestanding classroom
Webster Elementary School	Interior building construction
Western International High School	Multiple projects: roof, HVAC, flooring
Westside multicultural Academy	Interior work, parking lot
Winship School	Interior work, lockers, ceiling and lighting fixtures, windows and masonry work

DETROIT/WAYNE COUNTY PORT AUTHORITY

AGENCY MISSION

The Mission of the Detroit/Wayne County Port Authority (DWCPA) is to plan, develop and foster economic and recreational growth, through environmental stewardship, in promoting Detroit and Southeast Michigan as an import/export freight transportation and distribution hub for the U.S, Canada and the World marketplace.

The DWCPA will accomplish this task as a performance-based agency by providing logistical, marketing, bonding, educational and integrated support services to the intermodal transportation industry (air, water, rail and trucking) based around the Great Lakes, Seaway and foreign trade zone area.

The DWCPA was created in 1978 through the Hertel-Law-T. Stopczynski Port Authority Act, MCLA 120.101 et seq (1978). Comprised by a five-member board (one from the State, two from the County and two from the City), the jurisdiction of the Port Authority encompasses approximately 32-miles of waterfront within Wayne County.

Under the Port Authority Act, the DWCPA may “do all acts and things necessary or convenient to promote and increase commerce and recreation within the territorial jurisdiction.” The DWCPA has the authority to enter into contracts for land acquisition, improvement and other aspects of real estate development. Creative financing procedures allow the DWCPA to float development bonds in order to advance projects that promote the Port’s mission.

AGENCY ACTIVITIES

The Port of Detroit contributes an estimated \$490 million dollars from waterborne commerce to the regional economy through jobs, taxes and business revenue. The

Journal of Commerce listed the Port of Detroit as the second most valuable port in the nation (through all forms of commerce) only behind Long Beach, California, worth approximately \$85 billion dollars. Detroit’s links to our nation’s largest trading partner, Canada, see roughly 2.2 million trucks annually. Trade with Canada via Detroit produces close to \$7 billion dollars, or 70% of total U.S. trade with Canada. These numbers reflect the importance trade and commerce has in our region, and illustrates how important Detroit, Michigan is nationally. The DWCPA will analyze the economic impacts further and make these figures easily accessible in order to promote further growth and attract future business to the area.

Besides educating and marketing the value of our intermodal connection has to the economy, the DWCPA seeks to contribute its development capabilities as a part of regional planning initiatives. The Port Authority finds it vital to maintain and preserve current port facilities in order to sustain the strength of current output levels. Further, development of Detroit’s first public passenger cruise terminal has already been appropriated \$6 million dollars from the federal government and \$1.5 million from the state. It should be completed by the year 2005. Cruising the Great Lakes has returned after a 30-year departure from Detroit. The Port Authority will use this new passenger terminal as a welcome center for future visits from these magnificent cruise vessels. This development not only enhances Detroit’s standing as a tourist destination, but provides tangible evidence that riverfront redevelopment is underway. Other projects include adequate dredging of the Detroit River to provide efficient access for large freighters and cruise vessels. Improving our border crossing effectiveness through federal grants and funding

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alternatives. Also, developing an electronic port accessible over the Internet that provides a wealth of information for citizens, businesses or anyone else interested in port initiatives.

The Detroit River is gaining increased visibility with the recent designation as American Heritage River status. Logically this calls for increased assistance and management of Detroit's most marketable resource. In the long-term, the DWCPA sees itself becoming the lead agency for preserving and building upon maritime interests, and a complementary component for waterfront redevelopment. General bonding capabilities provide the DWCPA's funding sources with an alternative financing mechanism that can share capital debt between other government and/or private partnerships. Such bonding capacity has never been utilized but is currently being studied and marketed for future economic development projects that can benefit Southeast Michigan.

The Port Authority, as in other cities, can be a very effective development partner. Further, as the only planning agency that can contribute expertise in marketing maritime and port related initiatives, the DWCPA seeks to enhance its participation in waterfront redevelopment management.

PROPOSED PROJECTS

The first of our two development projects is a public dock and passenger terminal. The dock is designed to not only harbor and attract cruise ships, but also many other transient vessels visiting our city. Currently, no such facility exists to receive these ships that call on the Port of Detroit. Vessels such as naval frigates, historical tall ships, racing yachts, tour boats and dinner cruisers all need a place to dock. The DWCPA will use \$7.5 million in federal and state

appropriations granted to us from the Transportation Equity Act for the 21st Century (TEA-21) to fund the planning and construction of the dock facility- \$6 million in federal funds and \$1.5 million in state funds. The property was purchased in August 2004 and the anticipated date of completion is mid-2005.

Additional funding and grants will be needed for site improvements. Other public access improvements will include street enhancements and entrance signs, parking modifications for tourists, tour buses, taxis, etc.

The second of our two projects, the Port of Detroit Project, includes transferring from the City of Detroit, the 35-acre property and rights of Detroit Marine Terminal, Inc. to the DWCPA. Upon completion of the transfer, the DWCPA will contract with a major Great Lakes shipping operator for a 20-year agreement to operate and manage Detroit's only remaining cargo terminal. It is essential to update and modernize the facility for future operators so Detroit's Port can remain competitive. Additional work may include the construction of new climate controlled warehouses to accommodate our local steel processors such as Thyssen Steel, one of Michigan's largest steel finishing operations. Steel coils that arrive at our docks eventually end up at automotive stamping plants throughout the City of Detroit and surrounding metro region.

Currently, the Detroit/Wayne County Port Authority envisions the following projects as our "high-priority" projects. All projects are geared toward a combination of three development areas: economic development, recreation, tourism and environment stewardship.

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Public Dock and Port Authority Offices

The new port and dock will be a facility that will include new DWCPA offices, and potentially retail applications. Currently, the City of Detroit lacks an actual dock site for major vessels that come to visit our port. This facility will be able to handle ships of 1,000 tons or more including cruise, naval, ferry and other transient vessels. Integrated within this facility will be a welcome center supplied with various literature and information publicizing our city and region. We would also be interested in integrating an INS and U.S. Customs office within our building.

Port Terminal Development

The intent of this goal is to ensure the long-term viability of the Port of Detroit by protecting important terminal and dock property. Recently, the City of Detroit condemned Detroit Marine Terminal Dock #1 along the Rouge River, thus eliminating needed space for bulk storage capacity. The DWCPA seeks to protect important docks and terminals to ensure long-term growth for the Port of Detroit. If necessary, the Port Authority will acquire current port sites with guaranteed operators, in turn creating another revenue stream for the DWCPA.

If the DWCPA acquires a site, it would invest, through a general revenue bond offering, in substantial infrastructure improvements to complete these sites. This includes clearing the sites and making the necessary improvements that will attract

new transportation, distribution and warehousing companies, ensuring the region's port viability for the next century.

As technology and markets continue to evolve, the Port of Detroit is increasingly becoming a cost-effective alternative for bulk, time-sensitive and container cargoes. The DWCPA plans to market these sites in conjunction with a larger feeder port terminal much like the European Hub port system. These revamped distribution components will focus attention on Detroit as a destination port and transshipment hub to the rest of the Great Lakes system.

Rehabilitate Current Port Facilities

Several different State and City planning and development agencies have expressed interest in assisting the Port Authority to preserve and develop existing deep-water ports. Thus, the DWCPA could facilitate a land/water transfer facility for domestic and international trade fulfilling its mission in developing and ensuring the provision of transportation facilities and services in metropolitan Detroit.

The potential for development within the boundaries of our federally designated empowerment zone is also being pursued by the DWCPA. Rehabilitation and finding business applications for current dock facilities including adjacent parcels of land and leasing them out within the zone would bring employment and revenue to the area.

DETROIT/WAYNE COUNTY PORT AUTHORITY**PORT OF DETROIT PROJECT**

Cost Estimates

<u>Description of Item</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Cost of Operations:					
Building Improvements	\$150,000	\$150,000	\$50,000	\$50,000	\$50,000
Outdoor Storage	100,000	100,000	50,000	50,000	50,000
Dock & Seawalls	200,000	100,000	50,000	50,000	50,000
Major Maintenance Reserve	50,000	50,000	50,000	50,000	50,000
Cargo Transfer and Rail	400,000	200,000	200,000	200,000	200,000
Contingency/Other Improvements	100,000	100,000	100,000	100,000	100,000
Total Capital Budget	\$1,000,000	\$700,000	\$500,000	\$500,000	\$500,000